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DCI/ICS 3857-84

25 June 1984

MEMORANDUM FOR THE RECORD

SUBJECT: Air Force Academy Trip 6-7 June 1984

1. On 6-7 June 1984, I attended a conference on Intelligence Policy and Process at the Air Force Academy in Colorado Springs, Colorado.

- o The conference was sponsored by the Department of Political Science, primarily as a basis for their preparation and publication of a textbook on intelligence for use in their elective course on intelligence.
- o The Air Force Academy is the only one of the service academies to provide instruction on the intelligence field. (They have done so since at least the late 1970's.)
- o It should also be noted that there are strong personal ties between the Air Force Academy and the Defense Intelligence College--the last two DIC Commandants, the present Dean and the next Commandant (as well as a significant number of the faculty) are former members of the Academy faculty).
- o Approximately 150 people attended the conference, two-thirds of whom appeared to be instructors from colleges and universities throughout the country. (One estimate is that some 80 US colleges are now offering courses in "Intelligence"; a significantly higher number offer instruction in "National Security Policy" and similar subjects.)

2. The conference was structured in a series of panels and workshops as follows:

- o 6 June (morning) Panels
 - International Environment, the State and Intelligence
 - The Problem of Strategic Surprise

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-Management of the Intelligence Community*

-Individuals and Intelligence

o 6 June (afternoon) Panels

-Intelligence in an Open Society

-Intelligence and Arms Control

-Intelligence and Case Studies

-Intelligence and the Allocation of Resources*

o 7 June (morning) Workshops

-Intelligence as a Career

-Intelligence Content and Production*

-Organizational Relationships in the Intelligence
Community

-The Role of the Military Attache

NOTE: The difference between "panels" and "workshops" was that the former required formal papers that were then distributed to the audience. The former also included a mix of academics and "intelligence practitioners," while the workshops were presented only by intelligence professionals.

- o I participated in the Panel on Intelligence Content and Production and discussed the institutional impediments to timely production, especially as viewed from the perspective of the working level analyst.

3. General comments:

- o The conference operated effectively within the constraints of an unclassified environment--better than I had expected.

*Sessions which I attended.

- o The academics were obviously limited by their lack of access-- there were frequent references to the Church Report, etc., which was relied upon as the most current information available.
- o I was pleased at the ability (and willingness) of the intelligence professionals to use current problems and topics in their discussions. By speaking in generalities and omitting names of agencies, etc., the immediacy and relevancy of current issues could be presented to the group, yet without any danger of compromise. This worked much better than anticipated.
- o The interests of the academics in covert action was interesting to observe; one could easily believe that CA constitutes at least 50% of all intelligence activities! (However, CA obviously does impinge on some of the major areas of academic interest, such as the ethics of intelligence, intelligence oversight, intelligence and the political process, etc.)
- o A problem with any conference of this type is the tendency of speakers to discuss topics of interest to them, despite the formal structure and the announced topics.
- o I was personally less than happy that I had been assigned to a Workshop (Intelligence Content and Production) without any prior notification. All of the Workshop members were from the Washington area; some had informal contact on their approach to the Workshop before they left DC; others of us were totally unprepared. Our presentation could have been improved if we had had the time and opportunity to coordinate our approach to the Workshop more than twelve hours in advance. Despite this, however, the audience was very complimentary to our group effort.

4. This trip was quite worthwhile and was a valuable exposure to some of the current issues and problems in the field, especially as viewed by those from academia (and, in several instances, as viewed by the ordinary taxpayer). It is useful to see ourselves viewed in other than the mirrors of our own perspective. If similar conferences are held in the future, I strongly recommend ICS participation.

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